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8 NOV 1976

MEMORANDUM FOR: Director of Central Intelligence

INFO : Deputy Director of Central Intelligence
Director of Equal Employment Opportunity

FROM : [REDACTED]
Chairman, DCI's EEO Advisory Panel

SUBJECT : Career Management of CIA Employees

1. From 27 through 29 October 1976, the DCI's EEO Advisory Panel held a conference [REDACTED] to discuss career management policies and procedures of CIA.

2. Each Deputy Director identified two Career Management Officers to make a presentation to the Panel discussing primarily career management within their respective Directorates. The "E" Career Service was represented by [REDACTED]

3. Our evaluation of the three day conference reflects that the principal problems confronting the Agency in its search to provide equal employment opportunity to all its employees continue to be:

a. the paucity of blacks and women at the upper grade levels; and

b. inequalities in the grade distribution based on sex and race differences among employees in all job categories.

4. Because the Panel finds disparity in the administration of career management, and because this disparity leads to inequities, and because there is a seeming lack of accountability, we therefore recommend:

Establishment of centralized policy and procedures for uniform administration of career management within the Agency.

a. Charge the Director of Personnel with the responsibility to promulgate and publish a single policy and set of procedures for the career management of all Agency employees.

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- b. Charge the Director of EEO with the responsibility to insure representation of minority interests on all evaluation and promotion panels.
- c. Standardize the mechanics and implementation of promotion cycle schedules --
 - (1) to enhance employee morale, and
 - (2) to assure all employees equal and concurrent opportunity for promotion.

5. Because the majority of Career Management Officers admit to the invalidity of the Fitness Report, and because this admission constitutes evidence of abuse, and because there is a lack of uniformity in application of values, and because the Fitness Report is an integral tool in the promotion process, we therefore recommend:

Establishment of a Task Force to study alternatives for the fitness report system in order to find a more accurate means of evaluating personnel performance. (Task assigned to the EEO Panel by the DDCI.)

6. Because there is a lack of knowledge on the part of individual employees as to their development track and as to available opportunities, and because there is an absence of planning on the part of management in terms of development, and because there is no tool by which to audit the career management process, and because there is a need for a more accurate projection on the part of training, we therefore recommend:

Establishment of an audit system of Agency career management. Develop a cadre of specifically trained management specialists, representative of the Agency population, to review the implementation of career management policies and procedures.

7. Because there is a lack of career counseling for all employees, and because there is a need for the realization of the program of full utilization of skills and training (FUST), we therefore recommend:

Establishment of a biannual career enhancement profile. This profile should be developed by each employee every two years and indicate training desired and position to which he/she aspires. The supervisor will assist in the preparation of this profile, adding his comments, and/or recommending alternate courses of action, such as training. This profile will then go to the officer in the Directorate

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who is assigned as the employee's counselor; i.e., the CMO. This officer will discuss with the employee his future and will insure these considerations are incorporated in the employee's subsequent assignments. The profile can also be used by the personnel audit group as a check to see if the employee is being properly counseled, evaluated and promoted. The profile form should be administered by the CMO.

8. Because there is a perceived inequity on the part of employees as to the distribution and communication of vacancies, and because it has been admitted that the knowledge of vacancies in most cases is disseminated only when the informal channels fail to produce a candidate, and because there is a need for an atmosphere of open competition, and because the regulations do provide that vacancies will be circulated, we therefore recommend:

Creation of a central repository for vacancy notices to which all personnel may have access at any time. The program will be computer-supported; the data base will be on-line with a simplified interactive and free text query capability. It will be maintained and updated by the Office of Personnel with remote access/terminals in various locations around the Headquarters Building and the local Washington area Agency locations. All vacancies, without regard to job type or grade level, will be stored. Follow-on development of the file may include the storage of career paths and employee-related information. If the data base is extended to include all aspects related to career development possibilities (in addition to vacancies), not only will we be able to retrieve an up-to-date and complete listing of all vacancies at any time, but we will also be able to match between interest/qualifications/experience/potential candidates. Managers will also find the file useful in solving staffing problems, training requirements, etc.

9. The Panel is prepared to discuss the above in detail at your earliest convenience.



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